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28 February 1977

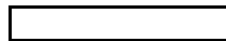
MEMORANDUM FOR:



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Director of Performance Evaluation
and Improvement

FROM:



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Chief, Production Assessment and
Improvement Division

SUBJECT:

PRM-11

1. The following are some thoughts on how to proceed with PRM-11.

2. Task 1 (Attorney General's Review). IC Staff and/or other Community elements should be strongly and substantively involved to ensure that Task 1 gives due weight to the effect of laws and directives on the effectiveness of intelligence.

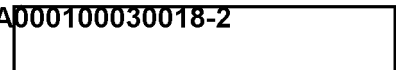
3. Task 2 (DCI's Review).

a. Main thrust of this review should be the adequacy of existing mechanisms and authorities as they pertain to the DCI's capability to discharge his responsibilities as:

- Advisor to the President
- Central authority for production of national intelligence
- Manager of the NFIP

b. Try to discourage NSC Staff tendency to get involved in DCI's internal affairs, such as the specific items listed under Task 2 (e.g., production mechanisms, tasking of collectors, evaluation mechanisms).

c. IC Staff should retain close control over the actual drafting of the DCI's report to the SCC. Use the "wise men" as a steering group under the DCI to lay out the main themes of the



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report early on, provide advice on substance of the report, and represent the interests of their agencies in a constructive spirit. A session at [] might be considered early in April, to discuss an IC Staff draft report (DCI, "wise men," ICS representatives, NSC Staff representatives).

d. The DCI's report to the SCC might also be a vehicle for educating senior people in the new Administration about such matters as user responsibilities, the dilemma of increasing demands and little real growth in intelligence resources, and other themes from our first semiannual review.

e. Semiannual review No. 1 should be an input to the DCI's report. Semiannual review No. 2 should proceed in parallel with PRM-11 and use a RONI-like approach aimed primarily at improving Community performance in some key areas (e.g., NIE development, analysis of the Soviet Union, North-South issues, possibly technology transfer). The second semiannual review should demonstrate by example to the NSC that the IC Staff is an effective mechanism for review and improvement, but it ought not to address directly the issues of PRM-11, lest it merely replough the ground covered by the first semiannual review.

f. We might address the OPP planning system in Task 2, in an effort to make it a more viable tool for the DCI (for example, by getting users involved in the planning cycle).

g. We might address the role and responsibilities of the NSC and its staff in the review and improvement of intelligence products.

h. Although I generally think it would be counterproductive to set up Community working groups for PRM-11, there is one exception--warning and crisis intelligence. I recommend we establish a warning and crisis working group, chaired by [] and composed of senior figures in the warning and crisis subculture (e.g., [] Vince Heyman, []). Our objective for this working group would be to review [] proposals for a National Indications and Warning System, modify and improve on these proposals as appropriate, and achieve consensus on a Community warning and crisis improvement package. The report from this working group would feed into the DCI's report to the SCC and also move our warning and crisis improvement efforts ahead within the Community.

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4. Task 3 (SCC Review). To ensure that the DCI's interests are adequately represented in Task 3, we should move early to establish a strong role for the IC Staff. Presumably there will be a working group under the SCC to carry out Task 3. I suggest that you be named the DCI's representative to this working group.

5. Presumably the next step is to draft a PRM-11 game plan for DCI review by the end of this week. I stand ready to help in any way I can.



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